Draft Preliminary Strategic Plan

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Values

- **Accountability** (always acting with integrity and transparency and being responsible for what you do and say)
- **Collaboration** (working together in partnership with others; teamwork)
- **Customer Service** (professionally taking care of those who live, work or play in the City, whether internal or external customers, with respect and by providing excellent, high quality service and assistance before, during and after the person's or organization's interactions with the City)
- **Equity** (leveraging City influence to intentionally remove and prevent barriers created by systemic and institutional injustice)
- **Innovation** (challenging how things have been done before; fulfilling customer needs by offering new ways of making lives better and operations more successful; being nimble; being self-aware and open to feedback)
- **Sustainability** (the ability to be maintained; making decisions with an understanding of how those decisions will impact finances, the environment, people and communities)

Vision

Grand Rapids will be nationally recognized as an equitable, welcoming, innovative and collaborative city with a robust economy, safe and healthy community, and the opportunity for a high quality of life for all.

Mission

To elevate quality of life through excellent City services.

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Strategic Priority: Governmental Excellence

***Outcome**: A fiscally resilient government powered by high performing and knowledgeable staff equipped with the appropriate tools and resources to offer excellent, equitable, and innovative public service.*

OBJECTIVE 1: Embed equity throughout government operations.

Strategies

1. Create infrastructure to elevate and organize equity work within the City and investments in Neighborhoods of Focus
2. Ensure that all data is disaggregated by race, ethnicity, gender and geography
3. Use the GARE Racial Equity toolkit to evaluate the equity impacts of major policy proposals and initiatives and of existing projects and services
4. Identify systemic issues that cause disparate outcomes in the justice system and implement strategies to address those issues within the City's span of influence

Metrics

1. % of Third Ward Equitable Development Fund spent
    a. Current: 0
    b. Goal:
2. Percent of total expenditures for projects/services evaluated using GARE Racial Equity toolkit (current: unknown; target: 100%)
    a. Current:
    b. Goal:
3. Difference in conviction records for like offenses from District 61 Court by race and gender

	Race		**Gender**	
Convictions	*Caucasian*[3]	*People of Color*	*Male*	*Female*
Felony	920 (29%)	2,226 (71%)	2,727 (60%)	1,818 (40%)
Misdemeanor	2,437 (33%)	5,006 (67%)	5,629 (75%)	1,846 (25%)

3. Difference in felony and misdemeanor charge records for like offenses from District 61 Court by race and gender

	Race		**Gender**	
Charges	*Caucasian*[3]	*People of Color*	*Male*	*Female*
Felony	1,146 (30%)	2,718 (70%)	3,323 (86%)	548 (14%)
Misdemeanor	2,718 (27%)	7,293 (73%)	8,282 (74%)	2,979 (26%)

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4. Difference in Indigent Defense representation in District 61 Court by race and gender

	Race		**Gender**	
Court Attys	*Caucasian*[3]	*People of Color*	*Male*	*Female*
Felony	607 (28%)	1,597 (72%)	1,882 (85%)	322 (15%)
Misdemeanor	832 (36%)	1,448 (64%)	1,642 (72%)	640 (28%)

[3]Federal guidelines for ethnicity for criminal data identifications include Hispanic within the Caucasian category.

OBJECTIVE 2: Foster and maintain fiscal sustainability.

Strategies

1. Establish and adhere to fiscal policies
2. Continue funding annual actuarially determined employer contributions of the defined benefit OPEB and pension retirement systems
3. Improve cost effectiveness through continuous improvement and innovation
4. Strategically leverage outside funding
5. Evaluate costs of refuse collection programs for customers and waste disposal for City operations
6. Assess financial savings opportunities at the City's water filtration plant, including shifting on-peak water demand and installing advanced metering
7. Create and implement an equity and environmental sustainability scorecard for capital requests

Metrics

1. General Operating Fund (GOF) reserve level
   a. Current: 22.5% (through FY18)
   b. Goal: 15%
2. Stabilization Fund Level
   a. Current: 10.7% (through FY18)
   b. Goal: 10%
3. Bond rating
   a. Current: AA
   b. Goal: AA+
4. Funding ratio of total of defined benefit retirement systems
   a. Current: 82.1% (Calculated from most recent actuarial studies)
   a. Goal: 100% (Percent of applications / service requests submitted online)
5. [NEW] $ of external funding (grants, sponsorships, etc.) received by department
   a. Current:
6. [NEW] # gallons difference between maximum and average summer peak demand and maximum and average non-summer peak demand
   a. Current:

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OBJECTIVE 3: Attract, hire, train, and retain high performing employees.

Strategies

1. Develop a workplace culture based on City values that empowers champions and improves employee engagement
2. Evaluate and implement employee-friendly policies to meet the diverse needs of our evolving workforce
3. Offer a competitive benefits package that enhances employee recruitment and retention and incentivizes wellness
4. Utilize evidence-based, data-driven methodology to improve quality of hires, reduce turnover, and increase workforce diversity to reflect the community
5. Align skills, staffing levels, and employee evaluation system with strategic priorities
6. Develop mandatory employee training programs, including trainings on City values and programs, cultural competency, and core competencies (e.g. skills assessment, budgeting)
7. Utilize internship and apprenticeship programs to increase the pipeline of candidates for hard-to-fill positions and increase workforce diversity

Metrics

1. Employee turnover rate
    a. Current: 9.1%
    b. Goal: less than 10%
2. New hire demographics

	C	AA	H	A	NA	M
2018 Permanent Hires Qty.	100	15	8	1	0	4
2018 Permanent Hires Pct.	78.1%	11.7%	6.3%	0.8%	0.0%	3.1%
Citywide Labor Force*	64.9%	17.2%	6.4%	2.0%	0.1%	1.7%
Metro Area Labor Force*	83.7%	6.3%	6.9%	1.9%	0.2%	1.0%

*For comparison purposes; source: US Census Bureau 2010 Labor Force statistics

3. [NEW] Position vacancy rate
    a. Current: 4.8%
    b. Goal: less than 5%
4. [NEW] Time from requisition request to offer acceptance for non-sworn employees
    a. Current: 75 days
    b. Goal: 60 days
5. [NEW] Time from requisition request to offer acceptance for sworn employees
    a. Current: 120 days
    b. Goal: 90 days
6. [NEW] Number of employees annually trained in equity
    a. Current: 10%
    b. Goal: 50%

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OBJECTIVE 4: Ensure we have the appropriate number, location, and type of facilities to meet the demands of government operations, the community, and our growing/changing population.

Strategies

1. Conduct a facility/workspace analysis that includes evaluation of collaboration spaces, remote work options, self-service options (digital City Hall), and alternative workspaces to increase customer service equity
2. Maximize City facility utilization
3. Ensure safe, healthy, and well maintained City facilities
4. Make all facilities welcoming and accessible for all customers with an emphasis on people with disabilities, people that speak a language other than English, and people that are transgender and/or non-binary
5. Track who is coming to City facilities, when, and for what reason

Metrics

1. # buildings greater than XXXX condition score
   a. Current:
   b. Goal:
2. Occupancy rate
   a. Current:
   b. Goal:

OBJECTIVE 5: Leverage technology systems to support secure data collection and storage, performance management, decision making, internal communications, and sharing with the community.

Strategies

1. Conduct a City-wide technology needs assessment and expand the City's technology strategy (this includes cloud-based storage solutions and is relevant to capacity to implement a performance management program)
2. Develop and implement a performance management program that ensures innovation, collaboration, and accountability by embedding data analytics into operational decision making
3. Create an IT master plan with all departments included
4. Increase the amount of open data accessible to the public
5. Develop a Smart Cities strategy that embeds equity and includes infrastructure, technology, data management, engagement and communication
6. Identify procurement barriers to ensure technology solutions can be implemented quickly and efficiently and increase the use of pilot-to-procurement to test solutions.

Metrics

1. [NEW] % availability by solution
2. [NEW] % of critical infrastructure with double redundancy
3. [NEW] % of solutions that are cloud based
4. [NEW] % of systems operating beyond end of life for hardware or software
5. [NEW] % of solutions compliant with security standards for payment, privacy, etc.

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6. [NEW] # of services digitized
7. [NEW] # of open data sets published online
    a. Goal: 20 data sets published per year

OBJECTIVE 6: Update the master plan to enable smart growth.

Strategies

1. Create comprehensive master plan reflecting community priorities and ensure the future state reflects the results of the 2020 Census
2. Apply appropriate land use strategies that create a sustainable mix of uses, housing types, and densities including policies to encourage affordable and mixed-income housing
3. Plan for growth while minimizing the involuntary displacement of existing residents
4. Begin comprehensive master plan public process phase upon significant completion of existing processes

Metrics

1. [NEW] Completion of master plan update scoping and project initiation phase
    a. Current: Not started
    b. Goal: Completed December, 2020
2. [NEW] Completion of master plan update public process phase (current: not started; target: completed Jan. 2023)
    a. Current: Not started
    b. Goal: Completed January, 2023
3. [NEW] Resident/business satisfaction with neighborhood
    a. Current:
    b. Goal:

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Strategic Priority: Economic Prosperity and Affordability

***Outcome**: Residents, employees, and businesses have pathways to financial growth and security.*

OBJECTIVE 1: Support a resilient business environment by optimizing City property development and business-related permitting and approval processes and regulations.

Strategies

1. Eliminate unnecessary licensing and regulation processes and revise those that are sub-optimal or are contributing to disparate outcomes
2. Streamline access to licensing, permitting and development applications, and approval processes
3. Increase accessibility of information on property development and business related processes that is available to the public to enhance the experience of the City's diverse customer base
4. Provide regular training and education opportunities on a range of topics for diverse audiences
5. Create a small business development Ambassador

Metrics

1. [NEW] Percent of new buildings and commercial renovations approved administratively
   a. Current: 91%
   b. Goal: 90%
2. [NEW] # of days to administratively approve projects from permit application to approval for projects where board/commission approval is not required
   a. Current: 33 days
   b. Goal: 28 days
3. [NEW] # of days for board/commission approval from board/commission application to permit approval
   a. Current: 75 days
   b. Goal: 70 days
4. [NEW] Percent of customers "satisfied" or "very satisfied" with services related to development or business regulation
   a. Current: unknown
   b. Goal: TBD (needs baseline)
5. [NEW] Number of businesses and/or individuals attending trainings that enhance their understanding of City rules and processes related to property development or business permitting and regulation
   a. Current: 0
   b. Goal: TBD (needs baseline)

OBJECTIVE 2: Support the creation, retention and growth of businesses.

Strategies

1. Target City incentives to achieve maximum impact on business retention and growth efforts
2. Support entrepreneurship and innovation with a special focus on creating access to opportunities for historically marginalized communities and the Neighborhoods of Focus
3. Optimize the Equal Business Opportunity (EBO)/Micro-Local Business Enterprises (MLBE) program and increase the number of registered and use of MLBEs in all City spending, as well as in city supported private development projects
4. Increase awareness of opportunities to do business with the City
5. Target incentives and City programming to catalyze small business startup and growth

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Metrics

1. [NEW] $ of private investment supported by City incentives, disaggregated by industry segments
    a. Current:
    b. Goal:
2. [NEW] $ spent on micro-local businesses, minority-owned businesses, and women-owned businesses by businesses receiving City incentives
    a. Current: Unknown
    b. Goal: TBD (Needs baseline)
3. $ and % of City expenditures paid to each: micro-local businesses, minority-owned businesses, and women-owned businesses
    a. Current:
    b. Goal:

Construction ($54,741,472):

Micro-LBE Primes/ Subs	MBE	WBE	Local
24.90%	8.60%	0.08%	52.80%

Goods & Services and Professional Services ($71,102,108)

Micro LBE	MBE	WBE	VOSB
335,435	322,901	899,851	85,554
0.50%	0.50%	1.20%	0.10%

4. [NEW] # of new companies filing W-2s for withholding
    a. Current: data available from March 2018
    b. Goal:
5. # of new vendors registered to do business with the City
    a. Current:
    b. Goal:

OBJECTIVE 3: Increase residents' educational attainment, employment, and wage growth.

Strategies

1. Support post-secondary degree attainment and skilled-trades certification, particularly for people of color and first-generation students
2. Support attainment of livable wage (more than $15/hour) employment through influence on contractors and vendors
3. Increase employment and workforce development efforts in historically marginalized communities and Neighborhoods of Focus
4. Increase the number of jobs supported by City incentives that pay at least $15/hour
5. Leverage the river restoration project for diverse economic growth opportunities.

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Metrics

1. [NEW] % of Grand Rapids residents earning above the ALICE threshold
   a. Current: 49% (as of 2015, the most recent data available, not able to be disaggregated)
   b. Goal: TBD
2. [NEW] Unemployment rate
   a. Current:
   b. Goal:
3. [NEW] # of students enrolled in Career Technical Education programs in the Grand Rapids area
   a. Current: 1,407 (2017)
   b. Goal:
4. [NEW] $ of real earned income growth for full-time wage and salary earners aged 25-64
   a. Current:
   b. Goal:
5. [NEW] % the difference between the percentage of white (non-Hispanic) population who are employed and the percentage of the people of color (including Latino and Hispanic) who are employed (i.e. Employment Gap)Current: 11.1% (Kent County, 5-yr ACS)
   a. Goal:
6. # and % growth in number of W-2s
   b. Current: 283,360 (2017, Income Tax Dept.)
   c. Goal: 285,087 is Income Tax's estimate (0.61% growth, which is the 6-yr avg)

OBJECTIVE 4: Support housing development and services that help keep people in their homes.

Strategies

1. Facilitate increased housing supply through the development of a variety of housing types
2. Facilitate increased affordable housing supply
3. Reduce barriers to housing and home ownership
4. Support services to help people stay in their homes

Metrics

1. [NEW] % of households that spend more than 30% (cost-burden) and 50% (severe cost-burden) of their income on housing
   a. Current:
   b. Goal:
2. # of net new housing units in the City, by type and price/AMI level (i.e. single-family, multi-family, etc., 60%, 80%, etc.
   a. Current:
   b. Goal:
3. [NEW] % of rental units vacant (i.e. Rental vacancy rate)
   a. Current:
   b. Goal:
4. [NEW] Days of housing supply on the market
   a. Current:
   b. Goal:
5. [NEW] Home ownership rate
   a. Current:
   b. Goal:

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6. [NEW] # of housing units available for retirement community
   d. Current: not currently tracked
   e. Goal:
7. Number of blight monitoring cases
   a. Current:
   b. Goal:
8. [NEW] Number of vacant lots returned from Kent County Land Bank Authority that are redeveloped for affordable housing
   a. Current: 0
   b. Goal: TBD

OBJECTIVE 5: Support efforts that contribute to making Grand Rapids a destination City.

Strategies

1. Collaborate with community partners to market Grand Rapids as a destination city
2. Promote a range of special events that highlight and celebrate the arts, cultural diversity and innovation in the community
3. Maintain and enhance quality, accessible public spaces
4. Partner with DGRI and Experience Grand Rapids to promote downtown Grand Rapids for business attraction opportunities

Metrics

1. # of art, cultural, outdoor recreational or unique permitted events in the City
   a. Current:
   b. Goal
2. [NEW] # of hotels nights
   a. Current:
   b. Goal:
3. [NEW] # of visitors
   a. Current:
   b. Goal:
4. [NEW] Occupancy rate of commercial real estate in downtown Grand Rapids
   a. Current:
   b. Goal:

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Strategic Priority: Engaged and Connected Community

***Outcome**: Residents and stakeholders have awareness of and voice in decisions that affect them, and receive culturally-responsive and proactive communication.*

OBJECTIVE 1: Enhance communication with the public.

Strategies

1. Ensure regular communications on major issues and incidents are vetted with the Office of Communications and shared with Commissioners prior to public announcement
2. Develop communication protocols including, but not limited to, readability, clarity, representation, and style
3. Designate and train staff to create and vet public communications through a lens of equity and inclusion
4. Establish target response times to external customer inquiries
5. Ensure we effectively communicate major City services on the website
6. Intentionally and clearly communicate policies, programs and processes to the immigrant community

Metrics

1. [NEW] # or % of staff trained on communication protocols
   a. Current:
   b. Goal:
2. [NEW] % of external customer inquiries responded to within target response time disaggregated by department
   a. Current:
3. # of FOIA requests received
   a. Current:
   b. Goal:
4. # of website hits
   a. Current:
   b. Goal
5. [NEW] # of online payments made, disaggregated by service
   a. Current:
   b. Goal:

OBJECTIVE 2: Develop a community engagement strategy across all City programs and initiatives.

Strategies

1. Map all existing community engagement efforts across all departments
2. Develop equity-centered protocols, standards, training, and staff skills for community engagement
3. Create a community engagement guidebook and training curriculum
4. Identify outreach and engagement gaps, such as with historically marginalized populations, and create a plan to address those gaps
5. Increase participation in Census 2020 and identify trusted voices in the community to collaborate with for future engagement efforts
6. Track attendance of community engagement activities to learn patterns and test targeted approaches

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Metrics

1. [NEW] % of staff with outreach responsibilities trained in community engagement per the community engagement guidebook
   a. Current:
   b. Goal:
2. [NEW] % increase in Census completion among hard to count populations
   a. Current:
   b. Goal:

OBJECTIVE 3: Create a process to gauge and enhance community perception.

Strategies

1. Survey community for their perception of City services, events, programs and facilities
2. Assess residents' sense of belonging in the city
3. Create a process for incorporating feedback to refine and improve outcomes
4. Communicate more about successful programs and outcomes achieved by the City

Metrics

1. [NEW] % of Grand Rapids customers who report being satisfied or very satisfied with the overall quality of services provided by the City
   a. Current:
   b. Goal:
2. [NEW] % of residents who express high levels of satisfaction with the outcomes of their engagement with the City
   a. Current:
   b. Goal:
3. [NEW] % of Grand Rapids stakeholders who report a sense of belonging
   a. Current:
   b. Goal:
4. [NEW] % of stakeholders who believe Grand Rapids values authentic dialogue with the City
   a. Current:
   b. Goal:
5. # or % of people and organizations that complete a survey (or # surveyed and % completion)
   a. Current:
   b. Goal:

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OBJECTIVE 4: Elevate resident voice in City operations.

Strategies

1. Develop equitable opportunities for resident service on boards and commissions and offer onboarding process for successful participation
2. Increase resident awareness of opportunities to leverage their voice
3. Leverage partnerships to gather and lift up resident voice
4. Elevate community voice in the Master Plan
5. Create and test a tool that compares community feedback to approved plan/initiative (such as the Comprehensive Master Plan) and implementation, when appropriate/where feasible, with notation of differences

Metrics

1. [NEW] # of engagement activities and # of residents engaged disaggregated by department
   a. Current:
   b. Goal:
2. [NEW] % variance between the percentage of community members of a particular race/ethnicity represented on City Boards and Commissions compared to the percentage of that race/ethnicity in the overall Grand Rapids population
   a. Current:
   b. Goal:
3. [NEW] % of residents of color engaged in Master Plan process
   a. Current:
   b. Goal:
4. [NEW] # of residents trained and prepared to advance City's objectives
   a. Current:
   b. Goal:
5. % voter participation by precinct
   a. Current:
   b. Goal:
6. % and # of election workers participating per election
   a. Current:
   b. Goal:
7. # of people participating in Police, Fire and Our City Academies
   a. Current:
   b. Goal:

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Strategic Priority: Health and Environment

***Outcome**: The health of all people and the environment are advocated for, protected and enhanced.*

OBJECTIVE 1: Reduce greenhouse gas emissions and increase climate resiliency.

Strategies

1. Create carbon reduction goals and integrate goals into appropriate City plans, including the Comprehensive Master Plan
2. Reduce the carbon footprint of City operations (buildings, utilities and fleet)
3. Create and support programs and policies to reduce carbon from the building and transportation sectors throughout the community
4. Install submetering for water filtration plant, water resource recovery facility and primary circuit accounts and evaluate data to identify efficiency opportunities
5. Create a Climate Action and Adaptation Plan in partnership with community
6. Work with community partners and businesses to achieve a 40% tree canopy
7. Assess the feasibility and cost of offsetting 100% of City electricity with renewable sources by FY2025

Metrics

1. [NEW] Carbon footprint of city buildings, utilities and fleet
    a. Dec. 2017 baseline for buildings and utilities:
    b. Goal:
2. % of City electricity supplied by renewable sources
    a. Dec. 2018: 34%
3. % tree canopy
    a. Dec. 2018: 34%

OBJECTIVE 2: Ensure equitable access to and use of green spaces and increase recreational activities.

Strategies

1. Expand parks and active open spaces to reduce disparities in park deficient neighborhoods
2. Increase grade level of park maintenance as prescribed in “Your City Your Parks” strategic master plan
3. Increase accessible, diverse, and inclusive recreational programs and facilities to encourage utilization by all races, ages and abilities
4. Close gaps in the regional trail system
5. Increase the number of children connected to nature through expanded recreational and youth employment opportunities and through increased access to natural areas

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Metrics

1. % of parks rated maintenance level B or greater
   a. Current (2018): 15.4%
   b. Goal:
2. # of linear 8-10 foot wide universally accessible and multi-modal miles of trail connections
   a. Current (2018): 9.4 miles
   b. Goal: 11.15 miles
3. # of participants in recreation programs per year
   a. Current (2018):
   b. Goal: 5% growth per year
4. % of households within 10 minute walk of a park or active green space
   a. Current (2018): 77%, xx% in neighborhoods of focus
   b. Goal for FY23: 81% (5% increase)
5. # of natural areas and green playground sites added in underserved neighborhoods
   a. Current (2018): 0
   b. Goal: 5

OBJECTIVE 3: Protect and preserve our water resources.

Strategies

1. Collaborate with partners, within the City and in upstream communities, to increase the overall water quality of the river
2. Create and implement a PFAS reduction plan for the Water Resource Recovery Facility and monitoring plans for both the Lake Michigan Filtration Plant and the Water Resource Recovery Facility
3. Implement the Lead Service Line Replacement Plan
4. Increase and maintain green infrastructure to strategically reduce stormwater system burdens
5. Achieve the Water and Environment Federation's Green Infrastructure Certification
6. Identify and implement water conservation strategies within City operations and for customers
7. : Research and understand why water/sewer services are shut off and create innovative solutions to avoid the shut off of services

Metrics

1. % of water connections with LSL replacements completed
   a. Current (December, 2018):
   b. Goal (End FY23 or annual goal?): 5% per year
2. [NEW] Area of green infrastructure (rain gardens, permeable paving, planting, etc.)
   a. Current:
   b. Goal:
3. Pollutant measure in Grand River (fish advisories) (LGROW?)
   a. Current:
   b. Goal:

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4. [NEW] PFAS effluent result from the Water Resource Recovery Facility
   a. Current:
   b. Goal:
5. Gallons of water pumped from treatment plant per capita per day normalized for weather impacts
   a. Current:
   b. Goal:
6. Water loss percentage
   a. Current (2018):
   b. Goal:
7. [NEW] # of customers in neighborhoods of focus experiencing water/sewer shut offs
   a. Current:
   b. Goal:
8. [NEW] $ of water/sewer bill assistance fund used
   a. Current:
   b. Goal:

OBJECTIVE 4: Minimize waste generation and promote waste diversion practices.

Strategies

1. Evaluate advanced refuse collection system that combines trash, recycling and composting services bundled together
2. Improve the quality and amount of recycling collected throughout the City
3. Enhance compost operations for the community
4. Implement waste diversion programs within City operations

Metrics

1. Residential waste diversion rate
   a. Current (2018):
   b. Goal:
2. Implement a zero waste program in one City facility
   a. Current:
   b. Goal:
3. [NEW] Tons of compost processed onsite at Domtar
   a. Current: 0
   b. Goal:

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OBJECTIVE 5: Collaborate with and support partners working to reduce health disparities in the community.

Strategies

1. Collaborate with partners to increase resources available to address lead-based paint hazards
2. Collaborate with Invest Health and other partners to evaluate how the City can support efforts to address mental health, addiction and health disparities affecting 17 census tracks of focus
3. Evaluate opportunities to decrease opioid abuse
4. Continue to collaborate with Invest Health to implement a process to implement health in all policies
5. Evaluate policy options to support urban agriculture
6. Measure and understand air quality and the health impacts of poor air quality

Metrics

1. [NEW] % of children with elevated blood lead levels per tested child
   a. Current:
      i. 2017 City average:
      ii. 2017 49507 average:
   b. Goal:
2. [NEW] # of air quality data points shared publicly
   a. Current:
   b. Goal:
3. Number of opioid related deaths per year
   a. Current:
   b. Goal:

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Strategic Priority: Mobility

***Outcome**: Innovative, efficient and equitable mobility solutions are safe, affordable and convenient to the community.*

Objective 1: Create an accessible multimodal transportation experience and reduce single-occupant vehicle travel.

Strategies

1. Improve ridership on and explore expansion of the Fare Free transit network (i.e. DASH, Route 19) and The Rapid
2. Increase biking by increasing bicycle network and ensuring facilities are maintained
3. Increase walkability by increasing sidewalks networks and ensuring facilities are maintained
4. Create employment related transportation solutions within Neighborhoods of Focus
5. Reduce household transportation costs and eliminate cost barriers to accessing mobility solutions

Metrics

1. % of people using transit, walking, biking and ridesharing
   a. Current (2018 baseline):
   b. Goal: *20% transit, 10% walking, 5% biking, and 20% ridesharing by 2035*
2. Percent of population within ¼ mile of 15 minute or better public transit service
   a. Current:
   b. Goal:
3. [NEW]# of miles of sidewalks plowed
   a. Current: 0
   b. Goal:
4. [NEW] # of miles sidewalk network completed and inspected annually and # of sidewalk ramps installed
   a. Current:
   b. Goal:
5. Average # of minutes to travel to work
   a. Current:
   b. Goal:
6. % of community stakeholders aware of travel options (survey to be developed)
   a. Current:
   b. Goal:

Objective 2: Pursue innovative, 21st century mobility options.

Strategies

1. Pilot new mobility programs (carshare, bikeshare, e-scooter and Universal Dispatch Application) and ensure that they are available and accessible in each Ward and the Neighborhoods of Focus
2. Develop a regional mobility and transportation demand management program with public and private partners
3. Pilot autonomous and connected vehicle services
4. Complete a shared micro-mobility plan that includes bikeshare and e-scooters
5. Create innovative and active City fleet programs and travel options for City employees

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Metrics

1. [NEW] # of people using carshare, bikeshare, e-scooter and Universal Dispatch Application
   a. Current:
   b. Goal:
2. [NEW] # of people using autonomous and connected vehicle services
   a. Current:
   b. Goal:
3. [NEW] # and % usage of electric vehicle charging stations
   a. Current:
   b. Goal:
4. [NEW] % of community stakeholders aware of new mobility travel options (survey to be developed)
   a. Current:
   b. Goal:

Objective 3: Develop an effective, customer responsive parking system.

Strategies

1. Develop future proofed parking developments (e.g. parking facilities that can convert to other uses)
2. Educate and inform the public on parking options and new technology
3. Develop a Parking Master Plan to guide future investments
4. Modernize parking equipment to allow for multiple forms of payment

Metrics

1. [NEW] % occupied on and off-street parking in Downtown neighborhood business districts
   a. Current (2018 average): ~95% for off-street monthly permits [Need to establish baseline]
   b. Goal: 85%
2. [NEW] % of community stakeholders aware of parking options (survey to be developed)
   a. Current:
   b. Goal:

Objective 4: Operate and maintain the City's transportation network and work with partners to connect to the regional transportation network.

Strategies

1. Coordinate transportation investments with regional partners
2. Develop, operate and maintain transportation infrastructure (e.g. signals, sidewalks, roads/streets, bridges)
3. Perform critical needs assessment of freight and goods infrastructure
4. Complete the Equitable Economic Development & Mobility Strategic Plan

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Metrics

1. Percent of roads in state of good repair (70% or better with 5+ PASER rating)
   a. Current:
   b. Goal:
2. [NEW] Percent of signals meeting state of good repair (X% or better with X years of useful life)
   a. Current:
   b. Goal:
3. $ invested in signals, sidewalks, roads/streets and bridges
   a. Current:
   b. Goal:

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Strategic Priority: Safe Community

Outcome: *All people feel safe and are safe at all times throughout our community*

Objective 1: Develop knowledge and skills across city departments to better prepare for emergencies with a particular focus on our ability to deliver safety services to vulnerable and historically marginalized areas of the community.

Strategies

1. Create plans and communication strategies for all major risks within the city
2. Ensure all city employees are trained to the appropriate level with regards to staffing emergency operations center roles or cross functional field work during major emergencies
3. Pursue data driven and evidenced-based strategies to address root causes of police and fire related emergencies (i.e. Cure Violence Assessment)
4. Cross-reference code compliance data with fire and police department information systems
5. Employ multi-disciplinary approaches, data-driven improvements, and broad policy changes to determine effective strategies for protecting vulnerable road users and for the creation of safer roadways
6. Equip police officers with tools and support to help during mental health crises

Metrics

1. 90% of designated personnel are trained to the appropriate National Emergency Management Certification level at any given time
   a. Current:
   b. Goal:
2. Number of crashes and crash rates in relation to traffic counts and vehicle speeds by mode
   a. Current:
   b. Goal:
3. Track # of severe injuries and fatalities by mode
   a. Current:
   b. Goal:

Objective 2: Create a shared understanding with the community about what constitutes timely, equitable, and effective safety outcomes and align performance expectations and resource investments accordingly.

Strategies

1. Increase Critical Metric Compliance for Fire, Hazardous Materials, Technical Rescue, Water Rescue and EMS Response to 90%
2. Increase police critical performance metrics when responding to emergency incidents
3. Develop the ability to effectively communicate, staff, manage, and respond to major weather events including activation of the City's Emergency Operations Center
4. Develop the ability to effectively communicate, staff, manage, and respond to manmade risks including marijuana, opioids, mental health, active violence, micro-mobility, autonomous vehicles and the reactivation of the Grand River

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5. Identify transportation safety issues through data analysis, staff expertise, and community inputs and equitably deliver appropriate and effective solutions throughout the city
6. Develop a data-driven, actionable and comprehensive Vision Zero transportation safety plan with meaningful input from the community and begin implementation when plan is complete

Metrics

1. % critical performance compliance for fire response including both distribution and concentration measures
   a. Current:
   b. Goal: greater than 90%
2. % of police responses to in progress (priority 0 – 3) calls for service within "x" minutes
   a. Current:
   b. Goal: 85%
3. % of community members (public safety consumers) who say they feel the response to weather related emergencies was delivered effectively
   a. Current:
   b. Goal:
4. [NEW] # of identified transportation safety issues
5. [NEW] $/resources invested in addressing transportation safety issues broken down into all the E's of safety (Evaluation, Enforcement, Engineering, and Education)
6. [NEW] % of Community Policing Specialist trained in Crime Prevention Through Environmental Design

Objective 3: Enhance our partnerships within the community to recover from significant incidents that occur in our City.

Strategies

1. Create a fully functional neighborhood recovery center within a reasonable distance of the impacted area within 24 hours of an extended major emergency
2. Develop effective communication flow of hazardous buildings through the standardized use of building referral forms to properly document and inform code compliance of potential hazards
3. Properly document large scale incidents utilizing National Incident Management Forms to preserve the lessons learned, update current operating guidelines, and apply for reimbursement from State or National funds if applicable

Metrics

1. % of time post incident review, with primary personnel operating the EOC, took place to critically review our response to the emergency

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Objective 4: Provide professional community oriented policing services to enhance trust and ensure the legitimacy of the police department and the safety of every resident, business and visitor.

Strategies

1. Complete the police staffing and deployment study to develop an adequate and consistent staffing model throughout the entire community
   Ensure CALEA mandated evaluations and adherence to policy and procedure in a way that fairly and equitably addresses disparities
2. Utilize findings from the annual review process to identify gaps in current administrative or operational subjects in order to develop training curriculum that increases performance and improves the safety of the community and police personnel. This training will include but not be limited to Ethics every two years, Unbiased Policing every two years, and Mental Health Awareness every 3 years
3. Develop the ability to and participate in the National Police Foundation Open Data Initiative and share information and data publicly
4. Annually document and share publicly the statistical findings of Internal Affairs findings (i.e. unreasonable use of force complaints and violations of the Unbiased Policing Policy)
5. Increase GRPD community engagement
6. Employ interdepartmental data sharing and problem solving with resident voices in order to gain a holistic understanding of situations taking place within our community
7. Evaluate and design innovative policing models that equitably protect and serve residents while creating a path to healthy relationships between police and community

Metrics

1. [NEW] % of beats covered 24/7/365
2. [NEW] % of Part I & II index crimes rates by service area
3. [New]# of uniformed personnel trained in Crisis Intervention Training
   a. Current
   b. Goal
4. # of community events participating in and # of officers participating in community events (i.e. Youth Police Academy, Citizen Police Academy, etc.)
5. % of FOIA requests denied by the City that were overturned by the court
6. [New] % of CAB findings that differ from the IAU investigation
7. Number of unreasonable use of force and unbiased policing complaints submitted to IA disaggregated by finding (substantiated/exonerated) and by officer seniority

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Objective 5- Support efforts to ensure all residents have safe, stable, and permanent housing.

Strategies

1. Actively partner in community efforts to end homelessness
2. Support programs that provide permanent housing solutions through the utilization of evidence based practices
3. Support programs that reduce the need for emergency services by persons experiencing chronic homelessness
4. Support, leverage and promote home repair and home safety services to improve maintenance of existing housing supply
5. Identify all touch points with residents and cross-promote services to improve the health, safety and efficiency of homes
6. Increase the number of occupied rental dwellings certified

Metrics

1. Number of persons imminently at risk of becoming homeless
   a. Current:
   b. Goal:
2. Number of persons experiencing homelessness
   a. Current:
   b. Goal:
3. # of calls for emergency services by people experiencing homelessness
   a. Current:
   b. Goal:
4. # of homes receiving subsidized home repair services
   a. Current:
   b. Goal:
5. % of occupied rental dwellings certified
   a. Current:
   b. Goal:

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